



# **Professional Development Transformed**

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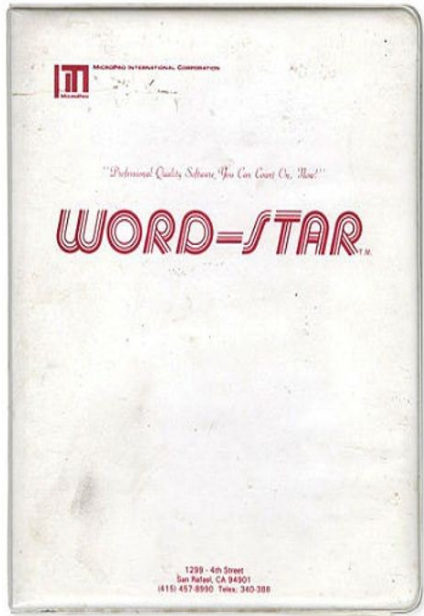
# LDWG Mission

- Enhance CAP's mission effectiveness, recruiting, and retention by:
  - Better training and equipping our commanders
  - Establishing a member development program that best meets the needs of our people and our organization



# Why?

## That Was Then





# This is Now







# Our Members

- Charlie
- Jordan
- Pat





# What does it look like?

- Structure
- Modules instead of courses
- Andragogy
- Flexible
- SQTR type record

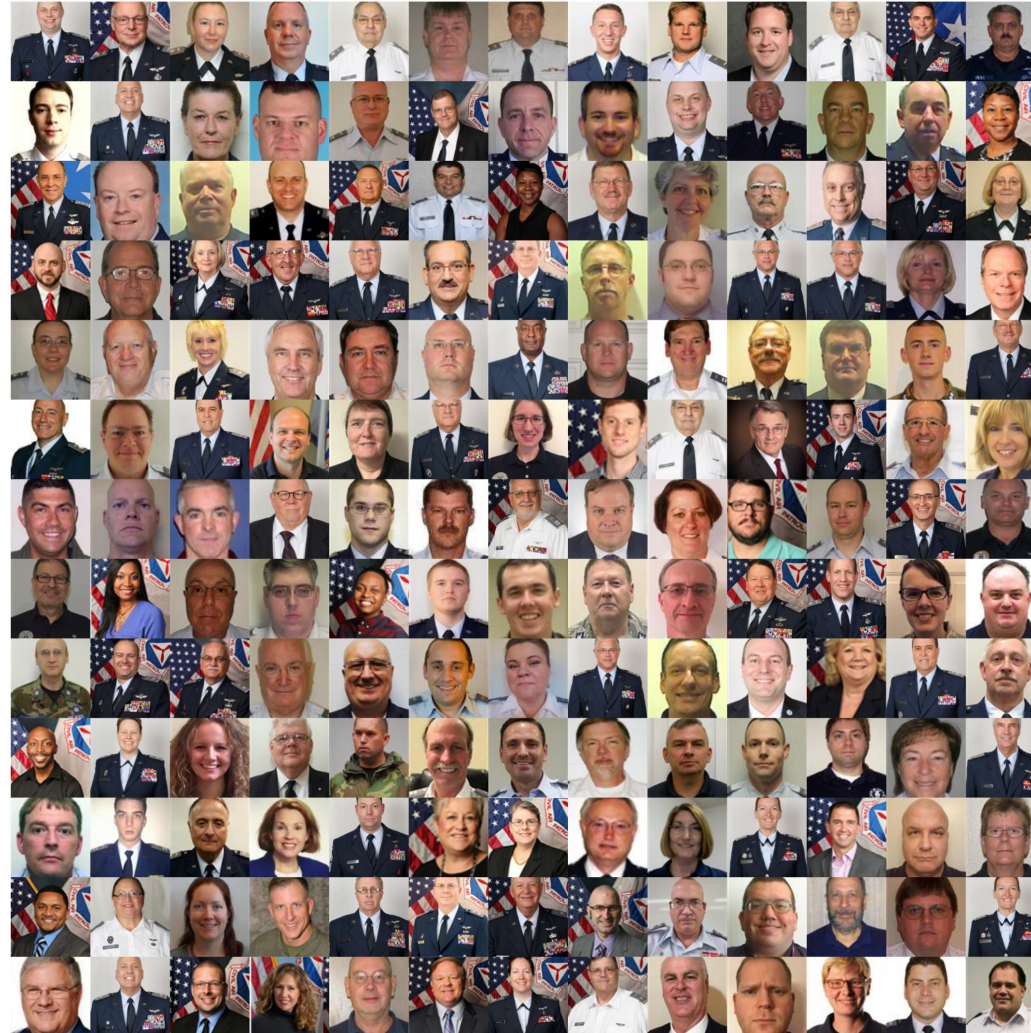


# Themes

- Core Values
- Safety
- Leadership
- Communication
- Diversity
- Mentoring



# Who built it?







# What was their idea?







# What is this new entity?



<https://www.gocivilairpatrol.com/members/cap-university/education-and-training>

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# Key Staff

- Education and Training
  - Chief
  - Mentoring
  - Specialty Tracks
- Volunteer University
  - Provost
  - Dean for Onsite
  - Dean for Online
  - Chairs
  - Instructors
  - Assistants

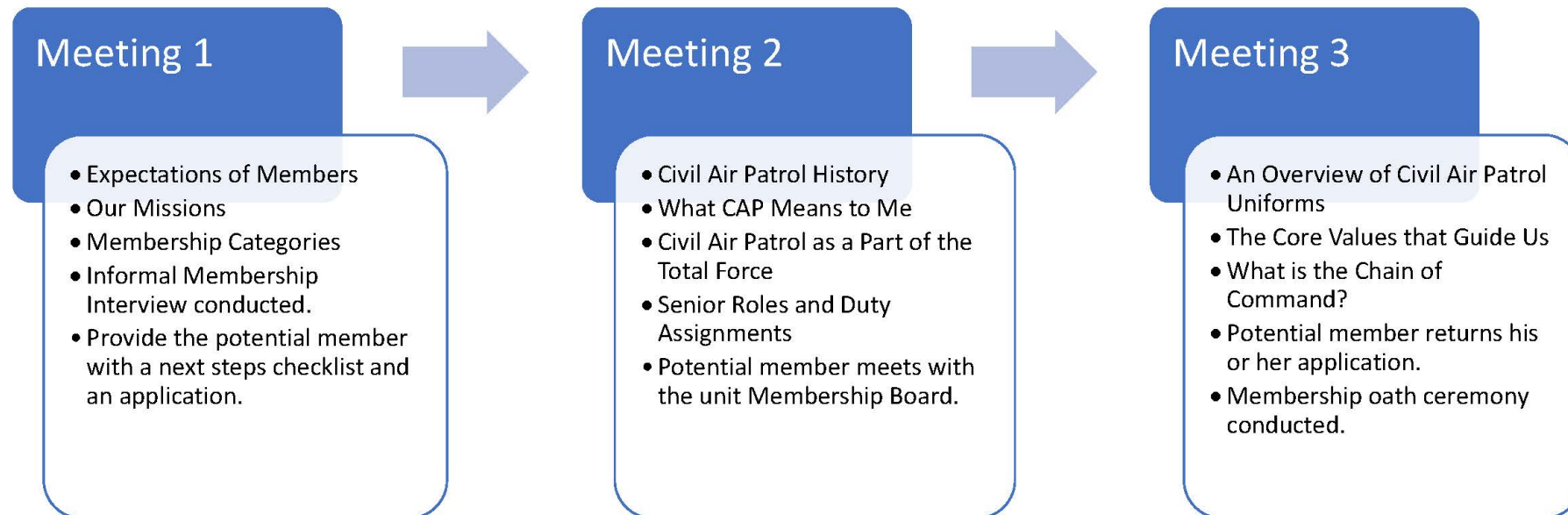


# Premembership

## Premembership

### Focus:

- Provide more standardized information to potential applicants over three meetings.
- Provide action steps after each meeting.
- Manage expectations more effectively for better retention.
- Celebrate new members.





# Level 1

## Level 1: Onboarding

### Focus:

- Provide members with basic skills so they can safely participate and learn more.
- Engage the individual.
- Assign a mentor to help members navigate and complete Level 1.
- Members should complete this training in 30 days or less.
- The target time for this training is 4-6 hours.

### The Training:

- The Cadet Protection Basic Course
- Diversity, Equal Opportunity, and Nondiscrimination
- The Core Values and Who We Are
- Expectations of Volunteers
- My Learning Path/Plan
- My Mentor
- OPSEC and Cybersecurity
- Introduction to the Chain of Command
- Introduction to Customs and Courtesies
- Uniforms and Where to Get Them
- Missions Overview
- Introduction to Risk Management and Safety
- The Squadron Meeting
- Introduction to eServices



# Level 2

## Level 2: The Learning Phase

### Focus:

- Revisit and build on topics from previous levels.
- Help members find what interests them in CAP.
- Value what members bring to CAP.
- Develop the individual member.
- Prepare those who receive advanced grade.
- Inspire the member to continue to learn.

### The Core:

- Accountability and Responsibility of the Adult Leader
- Civil Air Patrol's Missions
- Choosing Your Duty Assignment and Specialty Track
- Unit Activities
- Unit Organization
- Leveraging Diversity and Inclusion
- eServices Operations
- The IG System
- Intro to Recruiting and Retention
- Mentoring
- The Senior Member Professional Development Program
- Safety and Risk Management
- The Core Values
- Cadet Programs Orientation
- Emergency Services Orientation
- Aerospace Education Orientation
- The History of the CAP NCO
- The Purpose of the NCO Structure and Command Partnership

### The Paths

#### Current/Former Military

- CAP Customs and Courtesies
- CAP Uniforms
- Serving with Volunteers
- Drill in CAP
- Communication Fundamentals
- Bringing Your Service to CAP/Standards of Conduct
- Advanced Grade and Expectations

#### Former Cadet

- Uniform Differences
- Working with Adult Volunteers
- Transitions Best Practices for Former Cadets
- Transitioning from Cadet Leadership to Senior Followership
- Communication Fundamentals
- Cadet Protection Policy from the Senior Perspective

#### Professional Receiving Advanced Grade

- Customs and Courtesies
- Uniforms
- Serving with Volunteers
- Basic Drill
- Professionalism in Uniform
- Followership
- CAP Communication Fundamentals
- Leadership Fundamentals
- Bringing Your Knowledge to CAP
- Advanced Grade and Expectations

#### New Member

- Customs and Courtesies
- Uniforms
- Serving with Volunteers
- Basic Drill
- Professionalism
- Followership
- Communication Fundamentals
- Leadership Fundamentals





# Level 3

## Level 3: The Leadership Phase

### Focus:

- Provide members with the skills necessary to serve CAP as a leader at the squadron level.
- Provide members who do not seek command better leadership training.
- Provide members with leadership skills that are useful outside of CAP.

### Training the Member:

- Leading People and Managing Stuff
- Planning and Decision Making
- eServices for Leaders
- Legal and Complaint Processes
- Safety and Risk Management
- Motivating and Mentoring
- Core Values for Leaders
- Advanced CAP Communications
- Finance and Physical Assets
- Compliance Requirements
- The Roles of Squadron Command and Staff
- Reaching Outside the Squadron
- Effective Volunteer Teams
- CAP Squadrons and Missions
- Care and Feeding of a Member
- Data Driven Decision Making for Leaders
- CAP Publications
- Meetings and Meeting Planning
- Delegating
- Developing Members
- Squadron Level Leadership
- Problem Solving
- Developing Full Range Leadership
- Generational Management and Engagement
- PA and Branding
- The Role of Boards and How to Use Them
- Working with CAC

### Training the Commander:

- Commander's Intent
- Customs and Courtesies for Commanders
- eServices Commander Functions
- Complaints and the Commander
- Command Responsibility in Finance
- Stewardship and Risk Management
- Communications in Command
- The Role and Responsibilities of the Flight or Squadron Commander
- Mission Command in Leadership
- The Commander/CAC Partnership
- Appointing and Utilizing a Staff



# Level 4

## Focus:

- Provide members with the skills necessary to serve CAP as group level staff, group commander, or wing level staff.
- Provide members a more holistic view of CAP.
- Inspire members to continue their development using engaging topics that can benefit career and CAP.

## Training the Member:

- Management Principles
- Planning and Leading a Major Activity
- Valuing Volunteers
- Choosing the Right People for the Right Job
- Diversity and Equal Justice
- Headquarters Operations and Staffing
- Mentoring Skill Development
- The Core Values in Action
- Effective Communications with External Partners
- Using New Media to Communicate
- The CAP-USAF Relationship
- The Board of Governors and Corporate Process Structure
- Shaping Cultures of Trust and Innovation
- Maintaining High Performing Teams
- Staff Officer Processes and Understanding Staffing
- Building Personal Leadership Philosophy
- Leadership Challenges Today
- Critical Thinking
- Emotional Intelligence
- Safety and Risk Management
- Operations at Group and Wing Levels
- Conflict Management
- Prioritization and Time Management
- Preparing for Boards and Board Leadership
- Recruiting and Retention

## Training the Group Commander:

- Group Commander Roles and Responsibilities
- eServices for Group Commanders
- The Role of the Group
- Awards and Promotions
- Membership Issues at the Group Level
- Using Your Staff Effectively
- Engaging and Working with Your CAC



# Training the Wing CC

## Training the Wing Commander:

- eServices for Wing Commanders
- The Role and Responsibilities of the Wing Commander
- Legal Issues and Command
- Membership Issues and Wing Command Case Studies
- Chief Operating Officer's Block
- CAP-USAF Block
- National Commander's Block
- Reading Financials
- Operations and Command
- Aerospace Education and Command
- Cadet Programs and Command
- Safety Case Studies and Corrective Action Workshop
- The Commander's Partnership with the Inspector General
- HR Policy and Employee Issues
- Reports of Survey and Inventory Issues
- Selecting Subordinate Commanders
- Command Level Briefings
- Legislative Day Practical Exercises
- Practical Public Affairs for CAP Leaders
- Integration with the National Staff
- Engaging and Working with Your CAC
- Planning for Development in the Wing



# Level 5

## Level 5: The Executive Leadership Phase

### Focus:

- Provide members with the skills necessary to serve CAP as a wing commander, region staff member, or national staff member.
- Value members who serve as commanders and as members of the staff.
- Inspire members to continue their development using engaging topics that can benefit career and CAP.

### Training the Member:

- Strategic/Executive Leadership
- Emerging Leadership Trends and Self-Development
- Ethics and Leadership
- CAP from the Local to the Global
- Financial Management
- Mentoring: Accelerating Learning and Growth
- The COO and CAP-USAF Perspectives
- CAP Culture and its Unique Challenges
- Logistics and Property Management
- CAP Governance
- CAP National Commander's Perspective
- Federal and State Agency Relationships
- Federal and State Legislative Affairs
- Preparing to Serve on National Staff
- Adverse Member Actions
- Safety and Risk Management
- Leading Change
- Marketing and Strategic Communications
- Developing Staff and Succession Planning
- The CAP Strategic Plan
- Operations at a Strategic Level
- Boards at the Wing, Region, and National Level
- Committees and Teams
- CAPSTONE Seminar

### Training the Region Commander:

- Fleet Management
- Region Level Finance
- Region Level Logistics
- Region's Link to the Strategic Plan
- The Role and Responsibilities of Region Commanders
- Selecting Members of the Board of Governors
- Adverse Actions
- Strategic Engagement with the CAC



# Timelines

- OBC
  - Online only at this time
  - Last class can start beginning of June 2020 (8 weeks to complete)
  - Complete by 31 July 2020
- CLC
  - Begin last online class in June 2020.
  - Complete by 31 July 2020.
  - Offer last onsite classes in July 2020
- SLS
  - The last onsite and online courses will start in July 2020.
  - Complete by 31 July 2020.
- RSC
  - Last RSC complete by 31 July 2020
- NSC
  - Last completion in July 2020
- UCC
  - Complete by 31 July 2020
  - Last online offering May 2020





# Grandfathering

- Level 1: Transition 04 August 2020. No grandfathering.
- Level 2: Transition 04 August 2020.
  - If members have SLS and OBC completed, then they have 3 months to complete the legacy program.
  - If members do not have SLS and OBC done, then they switch to the new program.
- Level 3: Transition 04 August 2020.
  - If members have CLC completed, then they have 6 months to complete the legacy program.
  - If members do not have CLC completed, then they switch to the new program.
- Level 4: Transition 04 August 2020.
  - If members have RSC completed, they have 9 months to complete the legacy program.
  - If members do not have RSC completed, then they switch to the new program.
- Level 5: Transition 04 August 2020.
  - If members have NSC completed, then they have 9 months to complete the legacy program.
  - If members do not have NSC completed, then they switch to the new program.



# New PD Program Requirements

Achievement	Level	Pre-Reqs	Command or Staff Assignment	PD	Specialty Track	Leadership	Activities	Awards	
Onboarding	1			Modules				Membership Ribbon	
The Learning Phase	2	Level 1		Modules	Select Spec Track, Choose Duty Position, earn Tech Rating in Spec Track		Earn Yeager Award	Benjamin O. Davis Award	Completion of Part 1 equals eligible for 2d Lt or any other special promotion; completion of all equals eligible for 1st Lt
The Leadership Phase	3	Level 2	1 Year	Modules	Senior Rating in a Specialty Track	Attend 2 national, region, or wing conferences	Mentor a member through Level 1	Grover Loening Award	Completion equals eligible for Captain
The Senior Leadership Phase	4	Level 3	2 Years	Modules	Master Rating in a Specialty Track	Serve on faculty or national, region, or wing conference staff.	Presentation OR AE Presentation (as is)	Paul E. Garber Award	Completion equals eligible for Major
The Executive Leadership Phase	5	Level 4	3 Years at the Group or Higher	Modules		Serve on faculty or on staff at an activity in 50-17.	Mentor a member Through a Tech Rating in a Specialty Track	Gill Robb Wilson Award	Completion equals eligible for Lt Col



# Process

- Registration Workflows
- Continuous Improvement Loops
  - Updating Materials (tagging regs)
  - Content Update Schedule
  - Surveys
- Availability
  - Cohorts
- Building Community Online



# Instructor Qualifications

- SET type system
  - Level
  - Time
  - Approval
  - Waiver
- Training
  - Providing Constructive Feedback
  - Facilitating Discussions
  - Delivering Instruction to Volunteers
  - Writing Curriculum for Volunteers
- Expectations
  - Grading
  - Questions/Responses
  - Load/Student to Instructor Ratios



# Sample Schedules

- Sample schedules follow to help squadrons, groups, wings and regions see how the program can be packaged in various ways.





# Quarterly Plan (Level 3)

## Quarterly Plan for Level 3 over 24 Months\*

### 1<sup>st</sup> Quarter



- ☐ Leading People and Managing Stuff
- ☐ Planning and Decision Making
- ☐ eServices for Leaders
- ☐ Commander's Intent

### 2<sup>nd</sup> Quarter



- ☐ Developing Full Range Leadership
- ☐ Motivating and Mentoring
- ☐ Problem Solving
- ☐ Customs and Courtesies for Commander's

### 3<sup>rd</sup> Quarter



- ☐ Reaching Outside the Squadron
- ☐ Effective Volunteer Teams
- ☐ CAP Squadrons and the Missions
- ☐ eServices Commander Functions

### 4<sup>th</sup> Quarter



- ☐ CAP Publications
- ☐ Meetings and Meeting Planning
- ☐ Delegating
- ☐ Complaints and the Commander

#### Wing Emphasis Items Year 1

- Working with CAC
- Compliance Requirements
- Legal and Complaint Processes

### 1<sup>st</sup> Quarter



- ☐ Core Values for Leaders
- ☐ Care and Feeding of a Member
- ☐ Advanced CAP Communications
- ☐ Command Responsibility in Finance

### 2<sup>nd</sup> Quarter



- ☐ The Roles of Squadron Command and Staff
- ☐ Data Driven Decision Making for Leaders
- ☐ Developing Members
- ☐ Stewardship and Risk Management

### 3<sup>rd</sup> Quarter



- ☐ Squadron Level Leadership
- ☐ Generational Management and Engagement
- ☐ The Role of Boards and How to Use Them
- ☐ Communications in Command

### 4<sup>th</sup> Quarter



- ☐ The Role and Responsibilities of the Flight or Squadron Commander
- ☐ Mission Command in Leadership
- ☐ The Commander/CAC Partnership
- ☐ Appointing and Utilizing a Staff

#### Wing Emphasis Items Year 2

- PA and Branding
- Finance and Physical Assets
- Safety and Risk Management

\*This option includes Squadron Commander Training also.



# Monthly Plan

## Monthly Plan for Level 3 over 24 Months

Jan: Leading People and Managing Stuff  
Feb: Planning and Decision Making  
Mar: eServices for Leaders  
April: Legal and Complaint Processes  
May: Motivating and Mentoring  
June: Advanced CAP Communications  
July: Finance and Physical Assets  
Aug: Compliance Requirements  
Sept: The Roles of Squadron Command and Staff  
Oct: Reaching Outside the Squadron  
Nov: Effective Volunteer Teams  
Dec: CAP Squadrons and Missions

Jan: Care and Feeding of a Member  
Feb: Data Driven Decision Making for Leaders  
Mar: CAP Publications  
April: Meetings and Meeting Planning  
May: Delegating  
June: Developing Members  
July: Squadron Level Leadership  
Aug: Problem Solving  
Sept: Developing Full Range Leadership  
Oct: Generational Management and Engagement  
Nov: PA and Branding  
Dec: The Role of Boards and How to Use Them

Wing Emphasis Items: Safety and Risk Management, Working with CAC  
Delegated to the Units: Core Values for Leaders





# Biannual

## Twice Yearly PD Event

### Friday Night:

Leading People and Managing Stuff  
Planning and Decision Making

### Saturday:

eServices for Leaders  
Legal and Complaint Processes  
Motivating and Mentoring  
Advanced CAP Communications  
Compliance Requirements  
Finance and Physical Assets  
Safety and Risk Management  
The Roles of Squadron Command and Staff

### Sunday:

Reaching Outside the Squadron  
Effective Volunteer Teams  
CAP Squadrons and Missions

### Friday Night:

Care and Feeding of a Member  
Data Driven Decision Making for Leaders

### Saturday:

CAP Publications  
Meetings and Meeting Planning  
Delegating  
Developing Members  
Squadron Level Leadership  
Problem Solving  
Working with CAC  
Developing Full Range Leadership

### Sunday:

Generational Management and Engagement  
PA and Branding  
The Role of Boards and How to Use Them

Delegated to the Units: Core Values for Leaders



# Weeklong

## Weeklong PD Event Sponsored by Wing or Region

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Students Report	<input type="checkbox"/> Leading People and Managing Stuff	<input type="checkbox"/> Developing Full Range Leadership	<input type="checkbox"/> Reaching Outside the Squadron	<input type="checkbox"/> CAP Publications	<input type="checkbox"/> Squadron Level Leadership	<input type="checkbox"/> Finance and Physical Assets
<input type="checkbox"/> Housekeeping and Welcome	<input type="checkbox"/> Planning and Decision Making	<input type="checkbox"/> Motivating and Mentoring	<input type="checkbox"/> Effective Volunteer Teams	<input type="checkbox"/> Meetings and Meeting Planning	<input type="checkbox"/> Generational Management and Engagement	<input type="checkbox"/> Safety and Risk Management
<input type="checkbox"/> Icebreakers and Team Building	<input type="checkbox"/> eServices for Leaders	<input type="checkbox"/> Problem Solving	<input type="checkbox"/> CAP Squadrons and the Missions	<input type="checkbox"/> Delegating	<input type="checkbox"/> The Role of Boards and How to Use Them	<input type="checkbox"/> Speaker
<input type="checkbox"/> PA and Branding	<input type="checkbox"/> Commander's Intent	<input type="checkbox"/> Customs and Courtesies for Commander's	<input type="checkbox"/> eServices Commander Functions	<input type="checkbox"/> Complaints and the Commander	<input type="checkbox"/> Communications in Command	<input type="checkbox"/> Graduation
	<input type="checkbox"/> Seminar	<input type="checkbox"/> Seminar	<input type="checkbox"/> Seminar	<input type="checkbox"/> Seminar	<input type="checkbox"/> Seminar	
	<input type="checkbox"/> Guest Speaker	<input type="checkbox"/> Guest Speaker	<input type="checkbox"/> Guest Speaker	<input type="checkbox"/> Guest Speaker	<input type="checkbox"/> Guest Speaker	
	<input type="checkbox"/> Core Values for Leaders	<input type="checkbox"/> Advanced CAP Communications	<input type="checkbox"/> The Roles of Squadron Command and Staff	<input type="checkbox"/> Developing Members	<input type="checkbox"/> The Role and Responsibilities of the Flight or Squadron CC	
	<input type="checkbox"/> Care and Feeding of a Member	<input type="checkbox"/> Command Responsibility in Finance	<input type="checkbox"/> Data Driven Decision Making for Leaders	<input type="checkbox"/> Stewardship and Risk Management	<input type="checkbox"/> Mission Command in Leadership	
	<input type="checkbox"/> Appointing and Utilizing a Staff	<input type="checkbox"/> Working with CAC	<input type="checkbox"/> Compliance Requirements	<input type="checkbox"/> Legal and Complaint Processes	<input type="checkbox"/> The Commander/CAC Partnership	



# Responsibility, version 1

## Responsibility Mapping Approach 1

### Assigned to the Units:

- CAP Publications
- Core Values for Leaders
- Effective Volunteer Teams
- The Role of Boards and How to Use Them
- Problem Solving
- Leading People and Managing Stuff
- Planning and Decision Making
- Developing Members
- Motivating and Mentoring
- The Roles of Squadron and Command Staff

### Assigned to the Group:

- eServices for Leaders
- Advanced CAP Communications
- Reaching Outside the Squadron
- CAP Squadrons and Missions
- Meetings and Meeting Planning
- Delegating
- Squadron Level Leadership

### Assigned to Wing:

- Care and Feeding of a Member
- Data Driven Decision Making for Leaders
- Working with CAC
- Developing Full Range Leadership
- Generational Management and Engagement
- PA and Branding
- Legal and Complaint Processes
- Finance and Physical Assets
- Compliance Requirements
- Safety and Risk Management





# Responsibility, version 2

## Responsibility Mapping Approach 2

### Completed Online:

Advanced CAP Communications  
Reaching Outside the Squadron  
CAP Squadrons and Missions  
Meetings and Meeting Planning  
Delegating  
The Role of Boards and How to Use Them  
The Roles of Squadron and Command Staff  
eServices for Leaders  
Data Driven Decision Making for Leaders

### Assigned to the Units:

CAP Publications  
Core Values for Leaders  
Effective Volunteer Teams  
Problem Solving  
Developing Members  
Motivating and Mentoring  
Leading People and Managing Stuff  
Planning and Decision Making  
Care and Feeding of a Member

### Assigned to Group/Wing:

Working with CAC  
Developing Full Range Leadership  
Generational Management and Engagement  
PA and Branding  
Legal and Complaint Processes  
Finance and Physical Assets  
Compliance Requirements  
Safety and Risk Management  
Squadron Level Leadership



# How can you help?

- Share
- Engage
- Promote
- Refer



<https://www.gocivilairpatrol.com/members/cap-university/education-and-training>

[capvolu@capnhq.gov](mailto:capvolu@capnhq.gov)





# Questions?

- Some Popular Questions
- Q&A
- For more information
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